DOCUMENT RESUME

ED 272 192 IR 051 566

AUTHOR Olevnik, Peter P.
TITLE A Study of Forms of College Librarians' Participation in Decision Making, in Relation to Nine Areas of Decision Making.
PUB DATE Jun 86
NOTE 35p.
PUB TYPE Reports - Research/Technical (143)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS *Academic Libraries; *Decision Making; Decision Making Skills; Higher Education; *Individual Power; *Librarians; *Library Administration; Library Planning; Library Research; Library Role; Library Surveys; Policy Formation; Tables (Data)

ABSTRACT

This paper reports the results of a study on the role of librarians in college library decision making. Emphasis is placed on the library directors' perceptions of librarians' participation in nine areas of decision making and the form of participation by librarians in these areas. The nine areas of decision making addressed by the study are: the budget development process; the budget implementation process; long-range planning; librarians' appointment decisions; librarians' promotion decisions; librarians' tenure decisions; the policy formulation process; the policy implementation process; and major library equipment or systems purchasing decisions. Data were obtained from 205 usable responses to a questionnaire mailed to library directors at 300 randomly selected colleges throughout the United States (a 68% return). It was found that the major form of librarians' participation was through individual consultation with the library director and that this was the case in six of the nine areas of decision making. Data for each area and a summary of responses are presented in 10 tables. (Author/THC)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED272192

A STUDY OF FORMS OF COLLEGE LIBRARIANS' PARTICIPATION IN DECISION MAKING, IN RELATION TO NINE AREAS OF DECISION MAKING

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

By
Peter P. Olevnik

June, 1986

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

Peter P. Olevnik

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

IR051566

ABSTRACT

This paper provides results of a study of the role of librarians in college library decision making. Emphasis is on library directors' perceptions of librarians' participation in nine areas of decision making and the form of librarians' participation in the same areas of decision making.

Data were obtained from a questionnaire sent to library directors at 300 randomly selected colleges throughout the United States. It was generally found that the major form of librarians' participation was through individual consultation by the library director. This was the case in six of the nine areas of decision making.

INTRODUCTION

This paper provides analysis of data concerning the role of librarians in college library decision making.

For purposes of investigation, six forms of librarians' participation in library-wide decision making are identified. These include (1) by individual consultation by the library director (i.e., in contrast to the director's dealing with an appointed or elected group such as a committee or board, consultation is conducted with individual librarians or unit managers directly), (2) by a committee appointed by the library director, (3) by a committee of senior librarians (i.e., based on title, rank, or tenure), (4) by a committee elected by librarians, and (5) by a board or committee of all librarians. A final category (6) includes cases in which librarians do not participate in decision making.

Forms of participation are examined in relation to nine areas of decision making. These include: (1) the budget development process, (2) the budget implementation process, (3) long-range planning, (4) librarians' appointment decisions, (5) librarians' promotion decisions, (6) librarians' tenure decisions, (7) the policy formulation process, (8) the policy implementation process, and (9) major library equipment or systems purchasing decisions.

A simple random sample of 300 institutions was selected

from a population of approximately 1,000 institutions of higher education. 1/ This population includes the nation's public and independent four-year colleges.

Of the 300 questionnaires mailed, 235 were returned. Of those returned, 30 were judged unusable. Thus, the return rate for usable returns was 68 percent.

It is important to note that the data for this study report were obtained from questionnaires completed by library directors at the selected institutions. Thus, the study tests for perceptions of the library's chief executive officers concerning the role of librarians in library decision making.

DATA ANALYSIS

Data were obtained from responses to nine questions on a questionnaire. 2/ Respondents were offered a series of library functions (areas of library decision making) to consider. For each function, they were asked to choose from a series of fixed-choice performance modes (i.e., forms of librarians participation in decision making) the one that best described the practice in their libraries. They were also given the opportunity to either cite additional library functions or to identify alternative performance modes. The analysis consisted of a count of the frequency of responses for the categories provided, as well as a count of responses of alternative choices reported on the returned

questionnaires.

The responses are displayed in nine frequency tables, indicating the absolute, relative, and cumulative frequency of responses. Each table is related to one of the nine areas of decision making mentioned above.

For purposes of analysis, the six forms of participation are divided into two parts: (1) those forms which this writer considers to reflect a dominant role for library directors in decision making, and (2) those forms which this writer considers to represent a major role for librarians.

Those forms chosen to reflect a dominant role for directors include (1) by individual consultation by the library director, (2) by a committee appointed by the library director, and (3) those cases in which librarians do not participate in decision making. Forms chosen to reflect a dominant role for librarians include (1) by a committee of senior librarians (i.e., by title, rank, or tenure), (2) by a committee elected by librarians, and (3) by a board of committee of all librarians.

BUDGET DEVELOPMENT PROCESS

The first area examined is that of librarians' participation in the budget development process. Results are presented in Table 1.

While almost all respondents (90.7 percent) report that librarians share in the budget development process, only

about one-quarter (26.4 percent) indicate that librarians participate by means of some formal group structure. Over one-half of the respondents (64.4 percent) report that such participation is accomplished through individual consultation by the library director.

For further analysis, forms of participation are arranged into two categories: (1) those in which the director has a dominant role, and (2) those in which librarians have a dominant role. According to the data, over three-fourths of the respondents (78.1 percent) perceive their organizations to facilitate librarians' participation according to those forms in which the director has a dominant role. Only 20.5 percent view their organizations as employing forms of participation in which librarians have a dominant role.

TABLE 1

BUDGET DEVELOPMENT PROCESS:
FORMS OF LIBRARIANS' PARTICIPATION

N = 205

	Absolute Frequency	Relative Frequency (Percent)	Cumulative Frequency (Percent)
By individual consultation by library director	132	64.4	64.4
By committee appointed by library director	12	5.9	70.2
By senior committee (by title, rank, tenure, etc.)	7	3.4	73.7
By committee elected by librarians	3	1.5	75.1
By board or committee of all librarians	32	15.6	90.7
Librarians do not participate	16	7.8	98.5
Other	1	0.5	99.0
Not Applicable	2	1.0	100.0
	205	100.0	100.0

BUDGET IMPLEMENTATION PROCESS

A similar pattern to that found in the previous table is noted for librarians' participation in the budget implementation process. Data are reported in Table 2.

According to the table, while 89.8 percent of the respondents indicate that librarians participate in decision making in relation to the budget implementation process, less than one-fifth (19.5 percent) participate by means of some formal group or committee. Most respondents (70.2 percent) report that participation is accomplished by individual consultation by the library director.

Substantially more respondents (82.9 percent) report that staff participation is accomplished through forms of participation in which the director has a dominant role. Only 14.1 percent of the directors indicate that participation is accomplished through forms of participation in which librarians have a dominant role, when decision making is associated with the library's budget implementation process.

In contrast to the following tables, the budget development and budget implementation processes record the highest number of respondents indicating participation through individual consultation by the library director.

TABLE 2

BUDGET IMPLEMENTATION PROCESS:
FORMS OF LIBRARIANS' PARTICIPATION

N = 205

	Absolute Frequency	Relative Frequency (Percent)	Cumulative Frequency (Percent)
By individual consultation by library director	144	70.2	70.2
By committee appointed by library director	11	5.4	75.6
By senior committee (by title, rank, tenure, etc.)	5	2.4	78.0
By committee elected by librarians	2	1.0	79.0
By board or committee of all librarians	22	10.7	89.8
Librarians do not participate	15	7.3	97.1
No Answer	5	2.4	99.5
Not Applicable	1	0.5	100.0
	205	100.0	100.0

LONG-RANGE PLANNING

Regarding librarians' participation in long-range planning, Table 3 reveals a greater degree of involvement by librarians through formal groups or committees than is the case with librarians' participation in either the budget development or budget implementation processes.

In fact this is one of only two tables in which the form of librarians' participation "by a board or committee of all librarians" includes more responses (39 percent) than is reported for the form of participation "by individual consultation by the library director" (37.6 percent). See also Table 7.

According to data in Table 3, over one-half of the respondents (53.2 percent) report that librarians' participation is accomplished through forms of participation in which the director has a dominant role. A substantial number of directors (45.3 percent) also report that librarians' participation in long-range planning is by those forms in which librarians have a dominant role. This is in contrast to the significantly smaller number of directors selecting these same forms of librarians' participation in the budget development and budget implementation processes.

After a discussion of such issues as librarians' participation in budget making and long-range planning, this study turns next to an investigation of the role of librarians in professional personnel matters.

TABLE 3

LONG-RANGE PLANNING DECISIONS:
FORMS OF LIBRARIANS' PARTICIPATION

N = 205

	Absolute Frequency	Relative Frequency (Percent)	Cumulative Frequency (Percent)
By individual consultation by library director	77	37.6	37.6
By committee appointed by library director	24	11.7	49.3
By senior committee (by title, rank, tenure, etc)	8	3.9	53.2
By committee elected by librarians	5	2.4	55.6
By board or committee of all librarians	80	39.0	94.6
Librarians do not participate	8	3.9	98.5
Other	2	1.0	99.5
No answer	1	0.5	100.0
	205	100.0	100.0

LIBRARIANS' APPOINTMENT DECISIONS

According to Table 4, a large majority of the directors (87.8 percent) report that librarians participate in decision making when the decisions are related to librarians' appointments. About one-half of the respondents (50.7 percent) indicate that librarians participate by means of some formal group or committee.

A clear majority of the library directors (60 percent) report that librarians participate through forms of participation in which the director has a dominant role. Considerably fewer respondents (36.6 percent) indicate that librarians participate through forms of participation in which librarians have a dominant role. This pattern is closer to that found for librarians' role in long-range planning than is the case for the role of librarians in either the budget planning or budget implementation processes.

TABLE 4

LIBRARIANS' APPOINTMENT DECISIONS:
FORMS OF LIBRARIANS' PARTICIPATION

N = 205

	Absolute Frequncy	Relative Frequency (Percent)	Cumulative Frequency (Percent)
By individual consultation by library director	76	37.1	37.1
By committee appointed by library director	29	14.1	51.2
By senior committee (by title, rank, tenure, etc)	8	3.9	55.1
By committee elected by librarians	16	7.8	62.9
By board or committee of all librarians	51	24.9	87.8
Librarians do not participate	18	8.8	96.6
Other	2	1.0	97.6
No answer	4	2.0	99.5
Not applicable	1	0.5	100.0
	205	100.0	100.0

LIBRARIANS' PROMOTION DECISIONS

According to data provided in Table 5, 73.7 percent of the respondents report that librarians participate in decision making when such decisions are related to librarians' promotions. Only about one-third of the directors indicate that librarians participate by means of some formal group or committee. There is a relatively even distribution of respondents, according to all the various forms of committees employed in the libraries surveyed.

A majority of the respondents (64.8 percent) report that librarians participate in decision making according to those forms in which the director has a dominant role. Only about one-quarter (26.9 percent) of the respondents indicate librarians' participation through those forms in which librarians have a dominant role. Of all the tables, table 5 presents the most even distribution of responses, however, according to those forms in which librarians have a dominant role.

TABLE 5

LIBRARIANS' PROMOTION DECISIONS:
FORMS OF LIBRARIANS' PARTICIPATION

N = 205

	Absolute Frequency	Relative Frequency (Percent)	Cumulative Frequency (Percent)
By individual consultation by library director	83	40.5	40.5
By committee appointed by library director	13	6.3	46.8
By senior committee (by title, rank. tenure, etc)	20	9.8	56.6
By committee elected by librarians	17	8.3	64.9
By board or committee of all librarians	18	8.8	73.7
Librarians do not participate	37	18.0	91.7
Other	1	0.5	92.2
No answer	4	2.0	94.1
Not applicable	12	5.9	100.0
	205	100.0	100.0

LIBRARIANS' TENURE DECISIONS

Regarding librarians' tenure decisions, as reported in Table 6, a larger number of respondents (27.3 percent) than is the case with librarians' appointment or promotion decisions indicate that librarians do not participate. This relatively high response rate probably reflects the fact that a large number of institutions do not grant tenure to librarians.

Another relatively large number of respondents indicate the question is not applicable to their respective libraries. This group, plus those who report that librarians do not participate in decisions regarding librarians' tenure decisions, result in a combined rate of 43.4 percent. This relatively large number of responses is partially explained by the fact that 26.8 percent of the respondents indicate that their institutions do not offer librarians faculty status, and it is assumed that tenure is a function of faculty status. 3/

Turning from the discussion of professional personnel matters, this study considers the role of librarians in establishing library-wide policies. Focus in the next two tables is on the library's policy formulation and policy implementation processes.

TABLE 6

LIBRARIANS' TENURE DECISIONS:
FORMS OF LIBRARIANS' PARTICIPATION

N = 205

	Absolute Frequency	Relative Frequency (Percent)	Cumulative Frequency (Percent)
By individual consultation by library director	42	20.5	20.5
By committee appointed by library director	9	4.4	24.9
By senior committee (by title, rank, tenure, etc)	23	11.2	36.1
By committee elected by librarians	17	8.3	44.4
By board or committee of all librarians	16	7.8	52.2
Librarians do not participate	56	27.3	79.5
Other	1	0.5	80.0
No answer	8	3.9	83.9
Not applicable	33	16.1	100.0
	205	100.0	100.0

THE POLICY FORMULATION PROCESS

In comparison with decision making related to professional personnel matters (i.e. librarians appointments, promotions, and tenure decisions), data in Table 7 indicate a greater degree of involvement of librarians through formal groups or committees (65.3 percent) when the decisions are related to the policy formulation process.

While about one-third of the respondents indicate that participation in the policy formulation process is through individual consultation by the library director, nearly one-half (47.3 percent) report that participation is accomplished by means of a board or committee of all librarians. In fact, this is one of only two tables (See Table 3) in which employment of a board or committee of all librarians exceeds individual consultation by the library director as the chief means of providing for staff participation in decision making.

Thus, with nearly one-half of all respondents reporting the use of a board or committee of all librarians to facilitate participation in decision making, it is no surprise that this is the only table in which the largest number of respondents (53.6 percent) report selecting forms of participation in which librarians have a dominant role.

TABLE 7

POLICY FORMULATION PROCESS:
FORMS OF LIBRARIANS' PARTICIPATION

N = 205

	Absolute Frequency	Relative Frequency (Percnet)	Cumulative Frequency (Percent)
By individual consultation by library director	67	32.7	32.7
By committee appointed by library director	24	11.7	44.4
By senior committee (by title, rank, tenure, etc)	7	3.4	47.8
By committee elected by librarians	6	2.9	50.7
By board or committee of all librarians	97	47.3	98.0
Librarians do not participate	4	2.0	100.0
	205	100.0	100.0

THE POLICY IMPLEMENTATION PROCESS

Responses to the question concerning librarians' participation in the policy implementation process (Table 8) follow a distribution pattern similar to that for the question of librarians' participation in the policy formulation process (See Table 7).

A substantial majority of responses (82.9 percent) are somewhat evenly divided regarding the form of librarians' participation. A large number (42.4 percent) indicate that participation is achieved through individual consultation by the library director, while 40.5 percent report that participation is facilitated through a board or committee of all librarians.

Over one-half of the respondents (55.6 percent) report that librarians' particpation in decision making is achieved through those forms in which the director has a dominant role. A somewhat smaller number (44.5 percent) report participation by means of those forms in which librarians have a dominant role.

This concludes the examination of the role of librarians in those decisions related to the development of library policy. The next table provides data concerning librarians' participation in decisions regarding major library purchases.

TABLE 8

POLICY IMPLEMENTATION PROCESS:
FORMS OF LIBRARIANS' PARTICIPATION

N = 205

	Absolute Frequency	Relative Frequency (Percent)	Cumulative Frequency (Percent)
By individual consultation by library director	87	42.4	42.4
By committee appointed by library director	23	11.2	53.7
By senior committee (by title, rank, tenure, etc)	4	2.0	55.6
By committee elected by librarians	4	2.0	57.6
By board or committee of all librarians	83	40.5	98.0
Librarians do not participate	4	2.0	100.0
	205	100.0	100.0

MAJOR EQUIPMENT OR SYSTEMS PURCHASES

Regarding major library equipment or systems purchasing decisions, over one-half of the respondents (56.6 percent) indicate such decisions are made through individual consultation by the library director. Second in number of responses, but considerably fewer (26.8 percent), are those indicating librarians' participation by means of a board or committee of all librarians.

With over one-half of the respondents indicating that librarians' participation in decision making is accomplished through individual consultation by the library director, it is of little surprise that most respondents (68.3 percent) report employment of forms of participation in which the director has a dominant role.

The role of librarians in decisions regarding major equipment or systems purchases concludes the examination of librarians and areas of library decision making. Following this is a brief examination of alternative forms and areas of decision making reported by the respondents.

TABLE 9

MAJOR EQUIPMENT OR SYSTEMS PURCHASES:
FORMS OF LIBRARIANS' PARTICIPATION

N = 205

	Absolute Frequency	Relative Frequency (Percent)	Cumulative Frequency (Percent)
By individual consultation by library director	116	56.6	56.6
By committee appointed by library director	19	9.3	65.9
By senior committee (by title, rank, tenure, etc)	6	2.9	68.8
By committee elected by librarians	1	0.5	69.3
By board or committee of all librarians	55	26.8	96.1
Librarians do not participate	5	2.4	98.5
Other	2	1.0	99.5
Not Applicable	1	0.5	100.0
	205	100.0	100.0

ALTERNATIVE RESPONSES

In addition to responses recorded for areas and forms of decision making discussed in the previous tables, respondents were given the opportunity to report alternative means of librarians' participation in decision making. These are provided in Figure 1.

While these alternative choices regarding forms of librarians' participation are few in number, of the nine recorded, six respondents report a preference for participation through staff consultation by the library director. While not specified by the respondent, in view of the fact that specified category options refer to forms of participation by librarians, the writer assumes the intention here is to include all staff members in the process and not limit participation to librarians.

Following is a list of library director's responses indicating means of participation in decision making other than by categories provided by the author.

FIGURE 1

LIBRARIANS' PARTICIPATION IN DECISION MAKING BY OTHER MEANS

	Frequency of Responses
Budget Development Process:	
By staff consultation by library director	1
Long-Range Planning:	
By staff consultation by library director	2
Librarians' Appointment Decisions:	
By staff consultation by library director	1
By college committee with full participation by library director with involvement of all library staff	1
Librarians' Promotion Decisions:	
By staff consultation by library director	1
Librarians' Tenure Decisions:	
By staff consultation by library director	1
Major Equipment/Systems Purchases:	
By staff consultation by library director	1
By individual consultation and committee of all librarians	1
Total	9

CONCLUSION

To facilitate discussion of the results of this study, Table 10 combines data reported in the previous nine tables. When examined by rows, each representing one of the nine areas of decision making, the table records the number and percent of responses for each selected form of participation. Data are also tallied by columns to indicate the cumulative number and percent of responses according to forms of participation.

This study was designed to explore library director's perceptions concerning librarians' participation in the decision-making process. Measured against nine areas of decision making, it would appear that the predominant means of providing for librarians' participation is by individual consultation by the library director. By individual consultation is meant that, in contrast to the director's dealing with an appointed or elected group, such as a committee or board, consultation is conducted with individual librarians or unit managers directly.

In only three of the nine tables discussed did another form of participation receive a larger number of responses: Table 3: Long Range Planning, Table 6: Librarians' Tenure Decisions, and Table 7: The Policy Formulation Process. Thus, it would appear that a substantial number of library directors perceived their organizations as not employing formal groups or committees to facilitate librarians'

TABLE 10

LIBRARIANS' PARTICIPATION IN LIBRARY-WIDE DECISION MAKING:

SUMMARY OF RESPONSES

	Individual Consultation by Library Directors		Committee Appointed by Library Director		Senior Committee (By Title, Rank, Tenure, etc.)		Committee Elected by Librarians		Board or Committee of All Librarians		Librarians Do Not Participate		Other		Not Applicable		No Answer		Row Total	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	
Budget Development Process	132	64.4	12	5.9	7	3.4	3	1.5	32	15.6	16	7.8	1	0.5	2	1.0	--	--	205	100.0
Budget Implementation Process	144	70.2	11	5.4	5	2.4	2	1.0	22	10.7	15	7.3	--	--	1	0.5	5	2.4	205	100.0
Long-Range Planning	77	37.6	24	11.7	8	3.9	5	2.4	80	39.0	8	3.9	2	1.0	--	--	1	0.5	205	100.0
Librarians' Appointments	76	37.1	29	14.1	8	3.9	16	7.8	51	24.9	18	8.8	2	1.0	1	0.5	4	2.0	205	100.0
Librarians' Promotions	83	40.5	13	6.3	20	9.8	17	8.3	18	8.8	37	18.0	1	0.5	12	5.9	4	2.0	205	100.0
Librarians' Tenure	42	20.5	9	4.4	23	11.2	17	8.3	16	7.8	56	27.3	1	0.5	33	16.1	8	3.9	205	100.0
Policy Formation Process	67	32.7	24	11.7	7	3.4	6	2.9	97	47.3	4	2.0	--	--	--	--	--	--	205	100.0
Policy Implementation Process	87	42.4	23	11.2	4	2.0	4	2.0	83	40.5	4	2.0	--	--	--	--	--	--	205	100.0
Equipment Systems Purchases	116	56.6	19	9.3	6	2.9	1	0.5	55	26.8	5	2.4	2	1.0	1	0.5	--	--	205	100.0
Column Total	824	44.7	164	8.9	88	4.8	71	3.8	454	24.6	163	8.8	9	0.5	50	2.7	22	1.2	1845	100.0

Note: Categories appearing as line headings in Table 10 are those presented in Question 2 of the questionnaire (see Question 2, items a-j).

BEST COPY AVAILABLE

participation in decision making, in the areas of decision making selected for this study. One explanation offered for this was the fact that the respondents' staffs were too small to establish formal groups or committees of librarians to share in decision making. Several respondents did report this was the case in their libraries. In fact, over one-half of the directors indicated that their libraries employed fewer than five librarians.

Second in frequency of responses, and considerably fewer in number (24.6 percent), were those of respondents who reported employing a board or committee of all librarians to facilitate librarians participation in decision making. Again, these respondents may have preferred this form of participation over others because of the small number of librarians employed.

The least selected forms of participation, based on the cumulative number of all responses, were (1) use of a committee elected by librarians (3.8 percent), and (2) use of a committee of senior librarians with membership based on title, rank, or tenure (4.8 percent). Regarding the former form of participation, in only one area of decision making (librarians' appointment decisions) did fewer respondents select an alternative form.

Further analysis was conducted by arranging the responses according to two categories: (1) one in which forms of participation were considered to reflect a dominant role for the library director in decision making and (2)

another in which forms of participation were considered to reflect a dominant role for librarians.

Those forms of participation considered by this writer to reflect a dominant role for the director included the following: (1) By individual consultation by the library director, (2) By a committee appointed by the library director, and (3 Librarians do not participate. Forms of participation determined by this writer to reflect a dominant role for librarians included the following: (1) by a senior committee (by title, rank, or tenure), (2) by a committee elected by librarians, and (3) by a board or committee of all librarians.

According to this classification, it was found that 62.4 percent of the cumulative responses were recorded for those forms of participation considered to reflect a dominant role for library directors. By adding column totals in Table 10 according to forms of decision making considered to reflect a dominant role for librarians, it was revealed that 33.2 percent of the cumulative responses represented these forms of participation.

Turning from an analysis of refrequency of responses according to forms of librarians' participation in decision making (by columns) the writer examined the data according to areas of decision making (by rows).

While individual consultation by the library director was the form of participation for which most responses were recorded, significant differences were noted, however, when

these responses were examined according to areas of decision making. To illustrate, the largest number of responses was recorded for the category "individual consultation by the director," when examined in relation to (1) the library's budget implementation process (70.2 percent of all respondents), and (2) the library's budget development process (64.4 percent of all responses).

While remaining the predominant form of participation in relation to librarians' appointment and promotion decisions, substantially fewer directors chose the category "individual consultation by the library director." Regarding librarians' appointment decisions, 37.1 percent of the respondents chose the category. For librarians' promotion decisions, 40.5 percent of the respondents chose the category.

More so than with other areas of decision making, when it came to librarians' appointment and promotion decisions, the substantial majority of responses were divided between two forms of decision making: (1) by individual consultation by the director, and (2) by a board or committee of all librarians. When it came to librarians' tenure decisions, more directors chose the latter form. The only other two areas of decision making where this occurred were with library long-range planning and the policy formation process.

Two other areas of decision making (i.e., the policy formation and policy implementation processes) reflected a similar response pattern. A large majority of responses were also divided between the same two forms of participation: In

the case of the library's policy implementation process, most respondents (42.4 percent) reported that librarians' participation in decision making was accomplished through individual consultation by the director. A slightly smaller number (40.5 percent) reported that participation was accomplished through a board or committee of all librarians.

While remaining the two dominant forms of participation for the library's policy formation process, fewer respondents (32.7 percent) chose individual consultation by the director. In this case, nearly one-half of the respondents (47.3 percent) reported that participation was accomplished through a board or committee of all librarians.

When it came to major equipment or systems purchasing decisions, over one-half of the respondents (56.6 percent) reported participation through individual consultation by the director. In this case, slightly more than one-quarter of the respondents (26.8 percent) indicated that participation was accomplished through a board or committee of all librarians.

This brings to a close the discussion of the forms of librarians' participation in nine areas of library decision making. Those readers interested in examining the questionnaire on which this report is based, or those who would like to see a list of institutions represented, are directed to this author's dissertation entitled "A Study of the Organizational Implications of Faculty Status for Librarians in the College Library" (State University of New

York at Buffalo, June 1985).

NOTES

1/ The population for this study is comprised of two institutional categories identified by the Carnegie Council on Policy Studies in Higher Education in that organization's Classification of Institutions of Higher Education (1976). Institutional categories include: (1) comprehensive colleges and universities, and (2) liberal arts colleges.

2/ The questions for this study report appear as the second part of a six-part questionnaire designed by the author for use in his "Study of the Organizational Implications of Faculty Status for Librarians in the College Library." Diss. State University of New York at Buffalo, 1985.

3/ According to data provided to this author in his dissertation study, 26.8 percent of the respondents indicate that librarians are not granted faculty status. (See Table 7 on page 95 of the dissertation study.)